



NEVADA KNOWLEDGE AND INNOVATION CENTER CONCEPTUAL SPACE PLAN

ABSTRACT

Knowledge and innovation require information and a workforce able to process and to create knowledge from that information. The proposed Knowledge and Innovation Center is about rethinking purpose, reimagining possibility, and refocusing resources to make State Government ever-more effective for Nevada and Nevadans.

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December 31, 2017

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1 EXECUTIVE SUMMARY

1.1 BACKGROUND

Completed in 1992, the 129,345 SF landmark Nevada State Library, Archives, and Public Records (NSLAPR) building sits at the heart of the Nevada State Capitol Complex. The present building was the first such facility in the state designed to be a library and archives facility for Nevada. It included training and conference rooms to support its suite of statutory responsibilities and its service plan at that time.

The economic downturn that began in 2007 and hurt Nevada a great deal resulted in the conversion of many of the spaces in the building to “cubicle farms” for displaced state employees. That and the funding cuts to the Nevada State Library and Archives diluted its capacity for carrying out its vision and service plan.

The vision for the Knowledge and Innovation Center is not far removed from the essence of this earlier vision. The building was well conceived and its spaces for learning and training are to be restored. Now, the economic climate, leadership, and technology together present a transformative opportunity. Rethinking and re-engineering the service plan and remodeling the facility accordingly will serve Nevadans in the 21st century exceptionally well.

1.2 INTRODUCTION

Ruth Metz Associates was engaged by the State Library and Archives agency to develop a vision and recommendations for space utilization for the proposed Nevada Knowledge and Innovation Center. This resultant conceptual space plan is for the Nevada State Library, Archives and Public Records building (NSLAPR) at 100 N. Stewart Street, Carson City, NV.

This Plan explains the concept of the Nevada Knowledge and Innovation Center and the aspirations and vision that inspire it. It also describes how the space in the building will be allocated to achieve the desired facility for the Knowledge and Innovation Center. The development of the Knowledge and Innovation Center is an iterative process that will continue to be revisited and revised as it comes to fruition.

The development of this conceptual space plan involved an exploratory process of interviews and discussions with clients and stakeholders to understand the program aspirations and to ascertain the probable partners and their roles. The consultant’s process also involved fact-finding, analysis, and the incorporation of best practices, all leading to recommendations for space utilization.

This conceptual space plan is important for building understanding of the project and for engaging other stakeholders, partners, and legislators as the project moves forward. The concept will continue to evolve.

1.3 PROJECT PURPOSE

Knowledge and innovation requires information and a workforce able to process and create knowledge from that information. The proposed Knowledge and Innovation Center is about rethinking purpose, reimagining possibility, and refocusing resources to make State Government ever-more effective for Nevada and Nevadans. The intention is to show transformative leadership, to utilize 21st century technology as a catalyst, and to do this in partnership with the private sector.

The goal of this project is to transform the existing building into a state-of-the-art facility to:

1. Restore the vitality of the state library and archives
2. Optimize the accessibility of Nevada's unique information resources and knowledge
3. Develop state employee capability and effectiveness
4. Equip state employees with 21st century skills and abilities
5. Facilitate a 21st century workplace
6. Facilitate "lean" state government
7. Give Nevada a competitive edge to engaging employees and to recruiting and retaining excellence

These several program aspirations are explained in the body of the plan. They are the objectives that define the developing program and by which the Knowledge and Innovation Center should be evaluated.

In summary, this building will be designed to facilitate the action and interaction necessary to convert information into knowledge. Specifically, this will include state of the art technology to preserve and to mine the unique content of collections and to support collaborative learning, employee innovation, knowledge transfer, and state government best practices.

1.4 SPACE USE RECOMMENDATIONS

Many of the spaces to support the Knowledge and Innovation Center already exist in the south wing of the building. Spaces previously converted to office cubicles during the economic downturn will revert to classroom training space with enhanced videoconferencing capability, Gallery and auditorium, and conference room and board room. Offices currently occupied by the Enterprise Information Technology Services (EITS) Division will be used instead by the Department of Administration (DOA). The Division of Human Resources Management (DHRM) will retain its office, meeting, and training spaces in the south wing.

However, the north wing of the building will undergo significant transformation by repurposing an estimated 32,000 SF on the first and the second levels. Physical collections will be consolidated in closed stacks, accessible on call and on line. The Atrium at the crux of the north and south wings will be outfitted for reception, hospitality, interactivity, exhibits, and events and programs. Food and beverages will be available in the Atrium as well.

1.5 REWARDS AND RISKS

1.5.1 Will They Come?

The Knowledge and Innovation Center is an exciting concept because it could actualize the best imaginable kind of library, where in its information-rich center, people are actively engaged in learning, creating knowledge, and transferring that knowledge to others. But why would State employees do this, some ask, if they are not doing it now?

The answer is that State employees have to know that this level of engagement is expected of them. This project provides the facilities and amenities that enable them to meet this expectation. They also need training in a wide range of soft skills, technical skills, process improvement, and technology applications. Twenty-first century technology enables a new age of information sharing and collaboration.

The chief reward is that a wildly successful Knowledge and Innovation Center would accomplish the objectives that are expressed in the program aspirations. It would also put Nevada on the map for its innovative approach to achieving those aspirations. As a model for other states, Nevada would be a star for its innovative reinvigoration of its state library.

The chief risk is that the State Library and Archives as an institution could be eclipsed, diminished, or lost in the repurposing of its physical space. This would be a disservice to Nevada and Nevadans because the building represents a known and trusted cultural institution of long-standing significance and importance to Nevada.

The agencies' State Library, Archives, and Public Records statutory purposes are unique and important to Nevada's past, present, and future. They are to:

1. Preserve and develop the state's most valuable assets: its heritage, the collective product of its people, resources, business endeavors, and government.
2. Provide governments, agencies, businesses, libraries, and citizens a full range of information services including services designed for citizens with disabilities.
3. Develop information policies to ensure that equal access to government information is available in all formats.
4. Provide leadership, grants, training, as well as field assistance to Nevada's libraries, archives, and literacy communities.
5. Provide Nevada's citizens electronic resources, training, broadband and other tools required to readily access online government services and information.

1.5.2 Technology and Transformation

The integration of existing and emerging technologies is the catalyst for the desired transformation. Libraries are struggling with not only the adoption of emerging technologies but also with the purposeful, planned integration of emerging technology.

The State Library and Archives is charged to be the industry leader for its sister institutions. Technology has the potential for transforming libraries, but effective leadership is the key to that transformation. The State Library and Archives is poised to be the catalyst at the intersection of effective leadership, technological innovation, and the transformation of libraries.

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"Integrating emerging technologies" means the purposeful and innovative application of one or more technologies that are emergent but not broadly adopted in libraries. The application has the potential to change the patterns of use for end users, and reshape the way libraries do business. However, this project is about more than adopting emerging technology.

The application of the technology is not complete without integrating it into the organization so that the end-user and the staff can effectively use and benefit from the technology. Full integration means that any superseded processes are purposefully discontinued and resources purposefully reallocated. Full integration takes into account in advance intended and unintended consequences and plans for all of the transitions that will be required for the end-user and staff.

1.6 IN CONCLUSION

The Knowledge and Innovation Center concept and its program aspirations can be supported by repurposing, remodeling, and resourcing the spaces of the Library, Archives, and Public Records Building. The consolidation of tangible collections of the State Library and Archives into compact shelving on the second floor and in the basement will free up approximately 32,000 SF on the north side, first and second levels. This would make space for an innovative collaborative Learning Commons on the first level and for research, programs, and exhibits on the second floor and an interdependent flow between Atrium, Learning Commons, and Nevada Research.

Some see this initiative as a take-over of high-value space for general government purposes. It is important to see this project as an opportunity to more fully enable the purposes of the Library and Archives; that is, to put the riches of its collections and the know-how of its staff at the center of a statewide commitment to engaging the State's workforce in learning, knowledge creation, and knowledge transfer for the benefit of Nevada and Nevadans.

If 21st century technology has the potential to transform libraries for the better or to make them irrelevant, we need to boost the development of aspiring new leaders who know how to lead with technology rather than be led by it. One of the problems with technology and leadership is that people often let technology be the leader. So the latest application or the

latest market trend leads the way and everyone follows. It is the library leader who needs to take responsibility and make good decisions and get good feedback so that the interface between good leadership and good technology works.

A transformative leader is able to understand the changing dynamic that is the reality of technology and that reality will constantly change. The leader must be knowledgeable about technology and ever interested in emerging technology. But the leader's ability to transform the library or the organization over time depends on the leader's ability to make meaning of technology for the library's community and for the organization all the while knowing that the meaning for the community and the library will change. Therefore the type of leadership we are talking about needs people who are extremely facile and able to engage in this amazing flow.

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Leaders create shared meaning and meaning is always particular. To transform libraries, a leader would be active in defining the meaning of the technology for that particular institution at that particular time. The meaning changes as people use it and grow accustomed to it.

The leader has a critical role in understanding and creating the meaning of the technology for the institution. When this is left to chance, rather than transforming the institution for the better, there is generally strife, a hardening of attitudes, and a resistance to the leader or a technology that could otherwise provide a leap forward for the organization.

Twenty-first century technology has the potential to transform institutions for the better or to make them irrelevant. Nevada needs aspiring future leaders who understand that transforming our nation's libraries for the better is imperative and will develop their leadership toward this end. The Library and Archives is at the threshold of being able to provide leadership and support in technology for the whole State.

2 CONCEPTUAL SPACE PLAN

2.1 VISION

The NSLAPR building will become a dynamic Knowledge and Innovation Center that empowers the State to serve Nevadans through: (1) greater access to and more effective use of its unique Nevada collections and information resources; (2) spaces, technology, and staffing that enable collaborative knowledge creation and transfer; and (3) the purposeful training and development of state government employees toward this end.

The function of the Knowledge and Innovation Center is to enable state government employees to serve the residents of Nevada knowledgeably, effectively and efficiently, while purposefully and continuously improving state government through changing times. The Center by its design and resources will enable the transfer of knowledge maintained and created by the State to improve the lives of Nevadans and the well-being of Nevada.

Further, the Center will facilitate the State's creation of a purposeful and effective organization dedicated to the people of Nevada, one which will be known for its commitment to a well-trained staff and that draws and inspires the recruitment and retention of talented and committed employees. The Center will support and facilitate 'lean government' practices and cultivate a nimble, effective, and efficient organizational culture. The facility will support a collaborative approach to undertaking results-oriented projects and the effective use of leading technology in knowledge creation and transfer.

2.2 PROGRAM ASPIRATIONS

Several key aspirations inform the repurposing and reallocation of space in the building. Ultimately, all of these aspirations express the desire for a 21st century State Library and Archives and good government in service to Nevada and Nevadans.

2.2.1 Restore the Vitality of the State Library and Archives

The vitality of the State Library and Archives is dependent upon it transitioning from a predominantly collections-centered physical space to one where statutory clients and researchers worldwide can conveniently access and use its unique collections and knowledge base. Statutory clients are Nevada citizens, State, local and regional governments and institutions, and employees of the State. All state libraries throughout the nation are grappling with the challenges of reinventing themselves for the 21st century. Like every industry, information technology is changing the way these institutions function. The restoration of the meeting, conferencing, and gallery spaces will enable the agency to contemporize its systems and sculpt its services and staffing models for more effective and efficient delivery of services while optimizing discovery, learning, and knowledge creation for state employees.

Facilitating knowledge creation is a proactive function. As R. David Lankes writes in *Expect More: Demanding Better Libraries for Today's Complex World (2012)*, librarians facilitate learning. Librarianship is based not on books but on facilitating learning and building community, in this case, the Nevada community. By developing its service and staffing plan accordingly, the State Library can become an even more active partner in the mission of state service.

Library Futurist, Joan Frye Williams, maintains that libraries must move from grocery stores to kitchens. A grocery store is where you go to consume, to buy ingredients for your meals. A kitchen, however, is where you go to combine these ingredients with your own skills and talents to make a meal. Kitchens tend to be social spaces, the place where everyone ends up at a party because it is the place where there is action occurring. Libraries need to be kitchens—active social places where you mix a rich set of ingredients (information, resources, talents) into an exciting new concoction that can then be shared.

2.2.1 Optimize the Accessibility of Nevada's Unique Information Resources and Knowledge

Knowledge creation is the most valuable product of State Government. Knowledge creation is about continuous transfer, combination, and conversion of different types of information and knowledge, as users practice, interact, and learn. The ability to create new knowledge is at the heart of the State's unique role and purposes and the organization's competitive advantage.

The NSLAPR has statutory responsibility for collecting, organizing, preserving and making accessible the historical and public records of the State of Nevada. This vast and growing collection of documents, artifacts, reports and other products is unique in all the world. Its importance is recognized by the legislature which mandates its preservation and access. The contents of these records represent a limitless font of information for state employees and agencies, the public, and researchers from many disciplines worldwide; they draw from it to learn, to understand, and to create knowledge.

With its unique resources, physical, digital, and virtual and by the staff expressly adopting the role of knowledge facilitators, the Knowledge and Innovation Center can help fuel the State's effectiveness and competitive advantage.

2.2.2 Develop State Employee Capability and Effectiveness

The effectiveness of the State depends upon the commitment, knowledge, skills, and abilities of a highly capable and adaptable workforce. State agencies can only be as effective as their employees. Every employee must be able to efficiently find information, conduct research and analysis, problem-solve, and purposefully acquire knowledge that is then transferred in the form of products, presentations, training, and follow-up to various audiences. Research requires the capacity and ability to construct and execute an efficient and effective search strategy, to discern the authority and authenticity of information, and to process information collaboratively. Amidst a constantly changing informational and technological landscape, developing the workforce is ongoing.

2.2.3 Equip State Employees with 21st Century Skills and Abilities

Nevada employees need the technical skill-set to function in a 21st century work place: how to use technology, how to think about innovation, how to change processes for the better, how to work in teams, and how to collaborate. They need the resources to collaborate, including the space.

It is well established that productivity and effectiveness in the 21st century workplace requires cross-fertilization and collaboration, the sharing of information and ideas, and the ability to structure and measure results and impact. Being able to say how the work of the State benefits Nevada and Nevadans is critical to the public's confidence in State government.

Attaining and sustaining such a workforce requires that the leadership make clear its expectations and hold employees accountable. There must be a purposeful, defined training and development program, the resources to carry out the program, and a space dedicated, equipped, and resourced for this purpose.

2.2.4 Facilitate a 21st Century Workplace

21st century work modalities require the physical space for employees to come together and to work collaboratively within divisions and across agencies, with vendors and service providers, and with public bodies. Collaborative learning, process improvement, knowledge creation, and technology competency require the attendant spatial specifications and amenities: small, medium, and large conference rooms to suit varied learning purposes, methods, and group sizes, informal breakout spaces, learning labs, production studios, practice rooms, and small research rooms.

2.2.5 Facilitate “LEAN” State Government

State Government leadership is committed to developing lean government. This refers to the application of lean production (also known as “Lean”) principles and methods to identify and implement the most efficient, value added way to provide government services. LEAN Nevada is an initiative that will focus on continuous process improvement. A LEAN Office would provide guidance to agencies to implement improvements projects requested by directors, identified in audits, or as a prerequisite to funding of technologies projects that may latter be managed by the Office of Project Management or similar entity. In coordination with HR, the office will be training state employees in core skill development and continuous process improvement using best practices, such as Six Sigma and Agile. It will be the lead unit to engender a LEAN mindset and culture through a certification curriculum and networking across state agencies.

2.2.6 Give a Competitive Edge to Engaging Employees and to Recruiting and Retaining Excellence

Recruitment and retention of an excellent workforce is dependent upon having a work culture where excellent employees want to be: where they have purpose, can see that they improve life for Nevadans, and where they can develop to their full and satisfying capacity. The Nevada State Knowledge and Innovation Center will be a key element in recruiting and retaining excellent state employees.

2.2.7 Guiding Principles

In addition to the preceding Program Aspirations, the following principles have guided the conceptual space plan for the Knowledge and Innovation Center.

1. Revitalize the use of the facility by addressing the aspirational objectives of the Project.
2. Optimize the value of the collections for customers and the ease with which they can be used for knowledge creation.
3. Be customer-focused, both external and internal customers, and customer-driven.
4. Shift focus from a custodial and passive role to a proactive role that will achieve the aspirational objectives of this Project.
5. Produce high quality services, output, and results.
6. Improve efficiency and effectiveness of staff and the customer experience.
7. Reduce process complexity and enhance process speed.

8. Increase staff morale and sense of empowerment.

In addition, the following are design principles that have informed the conceptual space plan. These principles will be further developed, refined, and modified as the Project advances.

1. Create zones that make it possible for “every person to find his chair”.
2. Ensure that the power grid and the technology capacity of the facility is ample to provide 21st century services into the future.
3. Make spaces user friendly with creature comforts including restrooms, lockers, snacks, drinks, and supplies
4. Make the user experience a sensory delight with music, exhibits, and displays appropriately placed throughout the building.
5. Make the purposes of the facility readily understood for the user with strategic layout, circulation flow, and wayfinding.

2.3 PROGRAMS AND END-USERS

This conceptual space plan assumes that all or most of the current programs of the State Library, Archives, and Public Records will continue in some form and that the end-users of these programs will be accommodated in the space plan. Improving its ability to reach the NSLAPR program end-users should be integral to the Knowledge and Innovation Center initiative. The following table provides an end-user snapshot of the NSLAPR programs and Knowledge and Innovation Center initiative.

End-User	For...	Number
Nevada Legislators	Research	63
Nevada State Employees	Training and development	18,000
Agencies, commissions	State government documents and records retention	355
Nevada State, local governments	Documents, Records retention	36
Tribal governments	Documents, Records retention	19
Public, academic, school, libraries	Library development, training, consulting	145
Local museums and historical societies	Preservation, conservation, disaster preparedness	20
Nevadans	Public access to the records of state and local government and public access to them for government accountability to citizens and the maintenance of rights and entitlements.	2.94 million

A future analysis of end-users will include further descriptive and numeric information about those programs as well as of the Knowledge and Innovation Center. In the meantime, the programs of the NSLAPR are generally described in the table following this section.

It should be noted that the revenues and expenditures of the NSLAPR have declined dramatically over the last decade along with staffing and services. This trend has been true of state library agencies across the nation since the onset of the economic recession. From 2008 to 2012, state library agencies declined sharply in funding, staff, and services. In its August 2016 report on State Library Administrative Agencies (SLAAs), the Institute of Museum and Library Services grouped Nevada, along with several other states, as showing “flat recovery” after a decade of fiscal decline. Staffing levels and library service levels have declined as a result.

This decline has happened along with colossal changes in the way people access information. People want information immediately on their desktops, tablets, and mobile phones. It is important to note that many of the collections and the services of the NSLAPR are accessible online. The marginal foot traffic to the north wing of the building while concerning reflects the transition to online collections and services. However, the Knowledge and Innovation Center initiative can be the catalyst for NSLAPR programs to serve many more of the intended end-users well and efficiently.

NSLAPR PROGRAMS	Chief Purposes	Import	Intended End Users
State Archives and Records	legal custodial of records of the Territory and State of Nevada; manage the complete life cycle of state records; memory bank of Nevada State Government	It preserves those records for the continuity of government and provides public access to them for citizen accountability and the maintenance of rights and entitlements.	Executive Branch of State Govt.; Legislative Council Bureau; Nevada Supreme Court
State Archives and Records	Leadership and "best practices" guidance to agencies and entities throughout the State	Advice and training classes in archival practices, preservation and disaster planning. Sole, state-funded provider in Nevada	Nevada local and tribal governments and local museums and historical societies and libraries

Records Management	Produces records retention schedules for state and local governments; off-site storage for inactive records; consulting and education and; producing standards and regulations concerning all aspects of records management, including electronic record systems (all statutory requirements)	The production of records retention schedules provides state agencies with a legal way to retain and dispose of records. The records of an agency are appraised for administrative, fiscal, legal and archival research values and a thorough legal research is done to determine whether any state and federal laws, regulations or policies affect the retention of the records. The retention schedule, when followed by an agency, reduces the cost of storing records and increases the efficiency of staff.	State of Nevada employees and its agencies; local and tribal governments throughout the State of Nevada; citizens of Nevada; researchers worldwide; Nevada universities and colleges.
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State Records Center	A high capacity, low cost, secure storage facility for inactive official state records.	Provides a significant reduction in the cost of storing records to the state (\$3.77 per year per cubic foot as opposed to \$603.45 for storing records in an office environment). High security, fire and environmental protection are provided as well as on demand retrieval of records. The State Records Center provides over 45,000 cubic feet of storage space.	State of Nevada and its agencies; local governments throughout the State of Nevada; citizens of Nevada; researchers worldwide; Nevada universities and colleges
The Micrographics and Imaging Program	Provides scanning and film capture of essential government documents and storing a wide variety of documents on several different mediums, including microfilm, microfiche, optical disk, CD-ROMs, WORM, and RE-WRITABLE CD.	Fulfills State Statutes by capturing images of documents for many state government, municipal and county agencies.	State, municipal, and county agencies throughout Nevada

The Micrographics and Imaging Program	For agencies that do their own microfilming, the Program develops and duplicates their film, and assists in selecting equipment that may be needed.	Most of the agencies prefer that the Micrographics and Imaging Program microfilm their documents. This then takes the burden of having to buy the cameras, and pay employees to microfilm their documents.	State, municipal, and county agencies throughout Nevada
The Micrographics and Imaging Program	Provides database hosting over the Internet with standard web pages that can be seen with both Netscape 4.0+ and Internet Explorer 4.0+.	Allows people to see an agency's database over the convenience of the Worldwide Web. These pages can be available to the public, and can also be password protected so that only authorized individuals can receive access to the databases.	State, municipal, and county agencies throughout Nevada; Nevada citizens; researchers worldwide
The Micrographics and Imaging Program	Stores security copies of all film and CD-ROM's created for an agency, which are stored in a specialized climate controlled vault with Halon fire protection, which allows microfilm to retain its quality.		

Information, Reference, and Reference Referral Services	Find needed items in the collection and provide research assistance and guidance that enables State Agencies and State Employees to do their jobs; ensure access to the State public record for the public and researchers	Fulfills the statutory responsibility of the Agency	(1) state agency personnel (2) other libraries (3) and local governments; libraries within the state; (4) Nevadans; (5) Out of state requests for people who have Nevada ties.
State census information Coordination	Lead agency coordinates 21 affiliates of Nevada census data, answer questions and provide training throughout state	Provides authoritative demographic data on the State of Nevada	Legislative Council Bureau; state and local agencies
Technical Services (acquisitions, cataloging, State and Federal publications, periodicals)	Makes collections accessible and retrievable	Fulfills the statutory responsibility of the Agency	(1) State agency personnel (2) other libraries (3) and local governments; libraries within the state; (4) Nevadans; (5) Out of state requests for people who have Nevada ties.
Services to libraries and library cooperatives	including certification of librarians, administration of federal and state funds to libraries, collection of library statistics, and consulting services, continuing education and training	Fulfills the statutory responsibility of the Agency	Public, school, academic, and special libraries throughout Nevada
Special library collections and reference	Make the collections and use of them accessible to the general public	Fulfills the statutory responsibility of the Agency	State agencies; state employees; Nevada citizens; researchers about Nevada

Public service hours and borrowers services	Makes the collections and facility accessible	Provides for the accessibility to the mandated collections of the State of Nevada	State employees, Nevada citizens, researchers about Nevada, visitors to the State Capitol complex
Library services for the Blind and Physically Handicapped	Collections and equipment for listening to books and other materials	The only such service in the State of Nevada	Nevada residents who meet the requirements of the federal program that funds this service

The Knowledge and Innovation Center end-users will be the 18,000 employees that serve the State of Nevada, vendors and service providers to state government, and partners in this enterprise. Employees will be on site for training and/or receiving training produced at the Knowledge and Innovation Center, but delivered at locations and to individuals throughout the state.

2.4 SPACE REALLOCATION RECOMMENDATIONS

As previously noted, many of the functions to support the Knowledge and Innovation Center are in place in the south wing of the building and are being renovated or will be as the result of this Project. The Atrium between the wings of the building will be reception, hospitality, interactive, exhibit, and events and program space. It is the north wing of the building that will undergo significant space reallocation.

The reallocation of space is made possible by removing most physical collections to compact storage and making these conveniently desktop accessible. The building has sufficient space for compact shelving to accommodate collections now housing approximately 20,000 SF on the first floor and approximately 12,000 SF on the second floor. The various collections will be evaluated in a future project which will result in recommendations. Recommendations are expected to include de-acquisitioning a significant percentage of physical items.

2.4.1 First Floor: Learning Collaborative

The removal of most collections from the first floor will free up space for the Learning Commons and for the Talking Books program. The first floor is active, bustling with activity that includes employees working individually and in groups, with clients and vendors, and with librarians and archivists.

A concierge welcomes, interacts with, and guides visitors to their destinations throughout the building. People are coming because they are expected to do research, work in collaboration

with others, learn or hone skills and abilities, and have the appropriate space and help to accomplish their objectives.

They meet and interact with colleagues, clients, and vendors in the Atrium, buy a beverage, converse, and experience and discuss exhibits and presentations before proceeding to a training or meeting in the south wing or the Learning Commons or to the quieter 2nd floor Nevada research floor of the north wing.

2.4.1.1 Learning Commons

A state of the art Learning Commons for state employees will be an integral part of the State Library and Archives. The Learning Commons will feature flexible collaborative spaces, and training and learning labs. The Learning Commons will be where employees meet with one another, with clients, and vendors to learn about new products and systems, to conduct research, to master online teaching, to produce online courses, and so forth. Librarians as knowledge facilitators coach clients, one-on-one, or in small collaborating groups, as well as teach information literacy classes in person and online.

2.4.1.2 Talking Books Program

The Talking Books space, now located in the basement, will be on the first floor. The customer service face of the Talking Books program will be featured prominently while the collection and machine storage will be located near the loading dock. Staff and volunteers must be proximate to the collections and equipment. Bringing Talking Books to the first floor will resolve current problems including low visibility for the program; difficulty getting to the basement for people who use or assist users and for the handicapped; inconvenient, inefficient access to the dock for shipping and receiving. Talking Books will ultimately become all-virtual and need less space.

While not being part of the Learning Commons, per se, Talking Books will articulate as an adjacency by creating a space that blends, fuses, or adjoins a multimedia program space and production lab. The recording booths where on-demand requests are met will be in the Learning Commons and therefore serve both purposes.

2.4.1.3 Department of Administration Office Suite and Multipurpose Conference

The DOA office suite will replace the occupancy of EITS. This includes a multipurpose conference room. The Office of Project Management will be included in this office suite.

2.4.2 Second Floor: Nevada Research, Collections, and Programs

The Removal of the federal documents collection to closed, compact shelves in the basement will free up approximately 12,000 SF on the second floor. This floor will focus on research, access to the collections, and programs featuring Nevada. Library and archives administration offices and staff offices and work space will be located here.

In addition to expanding the Nevada Research Room, this floor will accommodate a reception area, a conference room for 12 people, several individual research rooms and individual research tables. Exhibit and display space and a multi-media program group space for up to 25

will also be available. The multi-media program group space will be flexible, able to be opened to accommodate a larger audience and special events. Selective collections are displayed here for browsing. The map cabinets are located on this floor.

2.4.2.1 Nevada Research

The Nevada Research Room on the second floor is unquestionably the most beautiful room in the building and will be showcased and expanded by 50%. The square footage currently allocated to the Archives includes a Public Research and Conference Area, a workroom, and the Administrator's Office, totaling 3264 SF)¹.

2.4.2.2 Staff space and staff workspace

The work spaces currently assigned to library administration and staff on the first floor and second floors will be clustered on the second floor. This space will occupy about 4,000 SF and include a variety of office and workspace models which provide for privacy in some cases, as well as for collaborative and concentrated work, and work functions requiring space for materials processing, computers, telephones, photocopy and other office equipment.

2.5 SPACE PLAN FEATURES

The Knowledge and Innovation Center will incorporate existing features of the Building, updating, restoring, refurbishing, and repurposing spaces. Among its features will be:

- The unique collections of the Nevada State Library and Archives, physical, digital, and virtual with state of the art online and desktop access through a robust Discovery Portal
- Reception, hospitality, exhibit, and program purposed Atrium
- Board Room
- Gallery restored for exhibits, presentations, and interactive learning
- Meeting and conference room spaces restored
- Videoconference capability throughout
- 62-seat classroom with two 70-inch screens
- Auditorium with a stage, for larger presentations with high definition video conference capability
- Learning Commons
 - Small and medium multipurpose rooms for training, research, learning, product creation, and innovation
 - Collaborative spaces, mock up spaces
 - Small, convertible to larger, multipurpose and breakout rooms (such as for vendor, agency, and inter-agency post-demonstration conversations)

¹ That which is so labelled on the PW Division post-merger square footage verification map, 2nd floor map, (10-23-2013)

- Formalized training in formalized training rooms, but also space and research guides to coach state employees in the discovery and research process, individually and in project teams
- Showcase programs that transfer knowledge of the agencies to targeted audiences, and when applicable, the public.
- Make the library a place where employees can come, collaborate, work collectively, formally, informally: common areas where people can meet, set up separate space where they can work, small work-share office space; several tiny rooms, with sliding doors, two chairs and a phone to work quietly or to confer one on one.
- Conference and convention capable

2.6 SPACE USE DESCRIPTION

The following tables list square footage for designated spaces on each floor. The square footages are as described on or derived from the Public Works Division post-merger square footage verification maps dated October 23, 2013. The space use changes are highlighted in the each table.

2.6.1 First Floor: Learning Collaborative

The term “Learning Collaborative” refers to all of the spaces on the first floor, both south and north wings, including the existing offices and conference suites, training classroom, board room and those spaces that will revert to previous and multipurpose use, such as the Gallery. As noted above, the Learning Commons and Talking Books/media center are the main additions to the available space. The Department of Administration, including the Office of Project Management will occupy the space previously occupied by EITS.

1st floor: Learning Collaborative	Space Allocation
Learning Commons (in place of general collection, offices, 3 small study rooms, workroom and allowing space for Talking Books and reconciling sq ft balance)	15,389
Eatery such as "Governor's Grill"	1,628
NSLA storage	91
Cooperative Libraries Automated Network (CLAN)	677
general common area (Atrium)	5,471
Bldg services (Mech, Electrical)	489
Restrooms	766
Circulation space	3,694
Elevator and elevator equipment rooms	256
DHRM Office Space and Conference	2,353
DHRM storage	410
DHRM/EITS Secured Area Circ. Space	203
Board Room	613
Gallery Auditorium	2,663
Department of Administration Offices and multipurpose training/conference	2,957
EITS storage space	409
Building envelope/shafts common area	2,904
Talking Books Program and Collections	7,166
TOTAL	48,139

2.6.1.1 Second Floor: Nevada Research, Collections, and Programs

As noted above, the second floor will be the research hub of the Knowledge and Innovation Center. The space occupied by the Federal documents (approximately 12,000 SF) will be repurposed to expand the Nevada Research Room (referred to as Public Research and Conference Room on the Public Works Division maps of 10-23-13); to provide a conference room, enclosed and expandable program space, small research rooms and individual research tables, and an additional common area for reception, information and search coaching, knowledge creation facilitation, selective collections, including map cases. The entire space will be wired for the latest information and retrieval technology and access to the Nevada Research Portal.

2nd Floor: Nevada Research, Collections, and Programs	Space Allocation
Common area: reception, information and coaching station, program spill over, Nevada collection selective popular library of books and objects, collections, including face-out display shelving for 100 collection items, maps cases	3,465
Public research and conference room enlarged by 50% minimum	4,896
Conference room for at least 12	900
Enclosed program space for 25 expandable for larger audiences and events	1,875
Individual 1-2 person research rooms x 6	450
Individual research tables (not in rooms) @12 square per	96
Archives/Records management storage	9,991
General common area: Staff Lounge	740
Building services mechanical, electric, etc.\	1,163
Restrooms	1,150
Circulation space	3,630
Elevator space	256
DHRM Offices (Includes OCIT)	5,069
DHRM Storage	336
DHRM Secured Circulation space	109
Building envelope/shafts common area	2,819
Library/Archives admin staff offices and staff work spaces/offices, furnishings, equip	4,000
Total	40,945

2.6.1.2 Basement: Public Records and Collections Storage

The basement will continue to house public records in compact shelving. Adequate space is available there for the growth of public records and for those collections on the first and second floors that will be displaced.

Basement: Public Records, Compact Storage of Collections included	Space Allocation
Records Management Public Records	16,172
Conservation lab and offices	2,134
Available because of Talking Books Collection , machines, storage, office, reception, listening booth move to 1st level)	7,628
Reprographics/Micrographics	3,563
Vacant conference and training room	804
Building services	3,322
Circulation space	3,908
Restrooms	583
Elevator and Elv equipment rooms	501
Building envelope/shafts/common area	1,156
Vault, storage 025	490
Total	40,261

2.7 PARTNER ROLES AND RESPONSIBILITIES

The Knowledge and Innovation Center is a concept in the making. The process for creating it exemplifies the aspirations of the “collaboration” and “knowledge creation” and “innovation.” These partners bring to the project knowledge and expertise about every one of the *project aspirations* described above. No single agency or department alone can bring this successfully to fruition.

Thus far, the partners, their roles and responsibilities in developing the Knowledge and Innovation Center are:

2.7.1 Department of Administration – Director’s Office

Patrick Cates is the project advocate and the lead person to make the case before the Governor and the legislature for this project and its funding. Patrick is also the lead in winning buy-in from state agencies and in brokering partnerships in the private sector.

2.7.2 State Library and Archives Administration

Jeffery Kintop, NSLARP Administrator and Tammy Westergard, NSLARP Assistant Administrator, and Hope Williams, Head of the Talking Books Program along with Patrick Cates and Ruth Metz, Consultant are the core team for the Knowledge and Innovation Center space planning.

2.7.3 Boards and Councils

The Historical Records Advisory Board and the Library and Literacy Nevada State Council are citizen advisory boards to NSLAPR. These boards represent the public perspective.

2.7.4 Public Works Division

Christian Chimits, Public Works Deputy Administrator and Robbie Oxoby, Public Works Project Manager have engaged TSK Architects, including Kevin Kemner, Matt Ronhaar, and Mike Purtill to develop conceptual design and imagery for the Knowledge and Innovation Center, specifically collaborative work space, lobby/gallery, Governor's Grill, Exterior Patio, and Conference Center. Ultimately, Public Works would be responsible for the building project.

2.7.5 Department of Administration – Enterprise It Services Division

Shanna Rahming, Administrator for EITS and State CIO, will lead the development of the technology plan for the Knowledge and Innovation Center, identifying infrastructure and staffing resources. Technology planning will include a technology vision, needs assessment, and support model for the Library, Archives and Public Records collections, services, and virtual portal. Shanna will collaborate with private sector partners on technology resources. EITS will also use the resources and meeting spaces of the Knowledge and Innovation Center for ongoing project management activities.

2.7.6 Department of Administration – Purchasing Division

Jeff Haag, Administrator for the Purchasing Division, will utilize the Knowledge and Innovation Center facilities to host vendor events and collaborate with other state agencies on procurement initiatives. The Division will also utilize the Knowledge and Innovation Center to provide contract management training to state agencies and may develop a collection of procurement guides, trainings and templates that could be provisioned through the Knowledge and Innovation Center's employee portal.

2.7.7 Department of Administration – Administrative Services Division

Jenni Cartwright, Administrator of the Administrative Services Division, currently uses the NSLA building to house a trainer position and a computer lab for the state's Advantage accounting system. Fiscal training will expand with the implementation of the Smart 21 project and will be accommodated within the Knowledge and Innovation Center.

2.7.8 Smart 21 Project Management Office

Lee-Ann Easton, Executive Director of the Smart21 Project Management Office which is now located in the NSLAPR building may be involved in a demonstration project with NSLAPR administration. The IT Division will be a partner in the development of the Knowledge and Innovation Center's digital and virtual capacity. The Office of Project Management (OPM) has been established specifically for Smart 21, an integrated management of core business processes, mediated by software and technology. Smart 21 will be in place for a minimum of 3 to 5 years. The OPM, now located in a space in the NSLAPR, will have permanent oversight for all technology projects statewide. The OPM model is planned to be a sustainable program that will manage or oversee other large state technology projects under the auspices of the Department of Administration and the State CIO.

2.7.9 Division of Human Resources Management (DHRM)

Human Resources is a key agency in achieving the aspirations that the Knowledge and Innovation Center is expected to catalyze. Currently HR lists about 50 trainings, both face to face (FTF) and online. Other state agencies use HR's class registration system to offer their in-person classes and some may also have training they offer which is specific to their employees and the populations they serve and are not listed. HR is a key partner in developing the service model and plan for the Knowledge and Innovation Center. HR will pursue funding for expanded training offerings, leveraging the existing Certified Public Manager and Managers Academy to expand into process improvement training, team building and other relevant training.

2.7.10 State Departments and Agencies

All State departments and agencies will be potential clients of the Knowledge and Innovation Center, if not partners, as well. The intention is that the Knowledge and Innovation Center serve all 18,000 State employees, meeting their needs for training, meeting space, collaboration, knowledge, and innovation.

2.7.11 University of Nevada

The University of Nevada will be welcomed as a Knowledge and Innovation Center partner. The partnership could include internships and staff exchanges to support the mutual learning and development objectives of the University and the Knowledge and Innovation Center. Collections, technology, and services are obvious areas of common interest but the possibilities are limitless. The partnership will begin by focusing on common interests regarding federal depository collections. The University will be invited to work with the Library and Archives division to sort out the federal depository documents dilemma challenges confronting these institutions.

That is, both campuses of the University and the State Library and Archives Division have been and are federal documents depositories. How can the purposes of the program and the public good for which the federal depository program exists be well served in Nevada? Could there be only one library of record in Nevada? Does this meet the requirements of the program? Would Nevadans be disadvantaged by such a decision? Who is willing, resourced, and otherwise able to take this on? How would these entities proceed to implement that decision? What would be the intended and unintended consequences? These and other questions will be posed and answered and a plan developed before the State Library and Archives Division makes a decision about its federal documents collection.

2.7.12 Private Partnerships

The private sector includes individuals and businesses, both of which play an important role in achieving the objectives of the Knowledge and Innovation Center. Individuals, businesses, and vendors including but not to technology companies will be invited to support the objectives of the Knowledge and Innovation Center in various ways. Whether through funding of the building renovation and/or ongoing programs, sponsorships, internships, mentoring and

coaching, management and technical expertise, the private sector has a stake in knowledge creation, innovation, and effective government. The Knowledge and Innovation Center is an opportunity for the private sector to contribute and also to benefit from supporting this transformation.

The identification of partners and defining their roles and responsibilities is ongoing. The Knowledge and Innovation project must remain a collaborative process.